

6 Requests to IHS



DEPARTMENT OF HEALTH & HUMAN SERVICES

Public Health Service

Indian Health Service
Bemidji, MN 56601

July 26, 2002

Mr. Michael Lincoln
Acting Director Indian Health Service
801 Thompson Avenue
Rockville, Maryland 20852-1627

Dear Mr. Lincoln:

The Restructuring Initiative Workgroup (RIW) finalized the attached requests for options from IHS Headquarters staff during the June 14th conference call. The workgroup is requesting that the options be forwarded to the RIW Co-Chairs no later than July 12, 2002 with a copy to the following support staff: Cliff Wiggins, Richard Truitt, and Donna Fuller.

Thank you for your leadership in moving these requests forward on behalf of the RIW.

Sincerely,

A handwritten signature in black ink that reads "Kathleen R. Annette" followed by a stylized monogram.

Kathleen Annette, M.D.
Federal Co-Chair
Restructuring Initiative Workgroup

A handwritten signature in black ink that appears to read "Joseph Moquino" in a cursive style.

Joseph Moquino
Tribal Co-Chair
Restructuring Initiative Workgroup

6 Requests to IHS

1

REQUEST FOR OPTIONS by RESTRUCTURING INITIATIVE WORKGROUP

For each of the administrative functions of Human Resources, Contracting and Grants, and Finance, provide a minimum of four options to perform the function. An objective of the restructuring options is to reduce by 10-20% the total resources devoted to the three administrative functions at Headquarters, Areas, and Service Units, with all savings being redirected to health care delivery. The reductions may be distributed evenly or assessed against individual functions in varying amounts. Options shall include, but not be limited to:

- a. Central location for all appropriate functions.
- b. Up to three regional centers of excellence aligned with existing IHS offices.
- c. Purchasing services from another Federal agency.
- d. Obtaining services contractually.

For each option, identify which functions will be performed at each level in the redesigned IHS. Describe the advantages and disadvantages of each option. Provide the recommended rank order of the options for each of the three administrative functions, and the rationale for the order recommended.

6 Requests to IHS

2

REQUEST FOR OPTIONS by RESTRUCTURING INITIATIVE WORKGROUP

Tribal leaders are concerned with both the long period to become eligible for a new health care facility and with the lengthy period required to progress through the planning, design, and construction phases, once approved for a facility. To address both concerns:

1. Describe a modified priority system(s) providing options that would significantly improve access for Tribes to new or improved health care facilities, even with modest or no increase in appropriations. Identify what statutory, organizational, policy, and operational changes would be necessary to institute such a system.
2. Provide at least three restructuring options to perform required functions to plan, design, and construct health care facilities. Among the options, include at least:
 - a. Consolidation of Engineering Services, Seattle and Dallas.
 - b. Reallocation of resources from Engineering Services to the Areas to perform the functions.
 - c. Obtaining services contractually.

Compare and contrast these options with the current structure. Discuss the advantages and disadvantages of each structural option. Provide a rank order for the options shown, offering the rationale for the ranking.

3. Identify policy and operational changes, both technical and administrative, which would streamline processes, reduce performance times, and accelerate the completion of planning, design, and construction of new and improved health care facilities.

6 Requests to IHS

3

REQUEST FOR OPTIONS by RESTRUCTURING INITIATIVE WORKGROUP

Determine how patient loads in ambulatory and in-patient facilities are used in the private sector and in other governmental organization to guide changes in the construction, staffing, and operation of health care facilities. Compare and contrast use of these factors with the current practice followed in IHS. Identify specific measures and thresholds that are appropriate for IHS to help determine which new facilities should be built and supported, which existing facilities should continue to be supported, and which facilities should be modified or closed.

Submit a proposed methodology to analyze, evaluate, decide, and implement appropriate actions. Identify structural changes and resources required to affect such an approach to improve utilization of health care facilities.

6 Requests to IHS

4

REQUEST FOR OPTIONS by RESTRUCTURING INITIATIVE WORKGROUP

Identify critical changes anticipated in the delivery of health care over the next 5-10 years that are likely to call for structural changes in the Indian Health Service in support of the I/T/U's. Describe what restructuring options would best accommodate these major changes in the way health care is delivered.

List these anticipated changes and recommended restructuring actions in order of relative importance to health status of American Indians and Alaska Natives.

6 Requests to IHS

5

REQUEST FOR OPTIONS by RESTRUCTURING INITIATIVE WORKGROUP

The RIW has identified a need for additional technical support from IHS, EPA, and others in the area of environmental health, particularly with respect to safeguarding communities against nuclear and hazardous waste, assuring satisfactory water quality, and related functions.

Identify which additional functions are appropriate for IHS, EPA, and other governmental organizations in support of the I/T/U system. Provide at least two structural options for IHS to perform the recommended functions, by recognizing the variation in types and severity of threats according to locations and by deploying resources effectively to reduce risks from the hazards identified and to improve health status. Discuss how the public health model could be used to guide the optimal deployment of resources.

Among the options identified, include one centralized and one regional model. Describe the advantages and disadvantages of all options. Indicate the recommended rank order of the options and the rationale for the order recommended.

6 Requests to IHS

6

REQUEST FOR OPTIONS by RESTRUCTURING INITIATIVE WORKGROUP

Examine ways to increase total resources for Indian health by gaining access for IHS and the I/T/U's to funds from agencies throughout the Department of Health and Human Services. Identify at least two structural options for placing within IHS staff who are knowledgeable about the mission, programs, and resources of both IHS and at least one sister agency within the Department, and who are acquainted with and in regular contact with those who will influence policy and funding decisions in these agencies.

List the options in recommended rank order and include the rationale for the recommended order. Describe resources required and a proposed system within IHS to coordinate efforts to increase total resources made available for health care for American Indians and Alaska Natives.